Contents

	List of illustrations	1X
	About the authors	xi
	Foreword	xiii
	Preface	xv
	Acknowledgments	xix
1	Understanding the impact of globalization on the role of IHR professionals	1
	Introduction	1
	IHRM in the literature	2
	Research program methodology	8
	The main challenges faced by global HR functions	11
	Structure of this book	13
2	Globalization and HRM	15
	Introduction	15
	Perspectives on globalization	16
	The nothing new or realist thesis	18
	The IMF/positive perspective	20
	Globalization as neo-colonialism	23
	Globalization as a transformative social force	26
	Universalist versus contextual paradigms	28
	Cultural versus institutional explanations	30
	The global convergence thesis	33
	Regional and not global convergence?	35
	Continued divergence or stasis?	35
	Conclusion	37
3	Organizational drivers of globalization	39
	Introduction	39
	Firms within globalizing industries	40
	Measuring the degree of internationalization of firms	41
	The notion of organizational capability	42

vi • Contents

	Building rapid global presence and capability	45
	Partnership arrangements	50
	Building centers of excellence within organizations	51
	Functional realignment surrounding global HRM	53
	Factors driving organizational and international HR strategy	58
	Towards a model of factors involved in the globalization of HRM	59
	Conclusion	62
4	The impact of technology on global HRM	65
	Introduction	65
	Shared service models	66
	Global e-enablement of HR processes	69
	Implications for global HR	71
	Constraints limiting the impact of technology on global HRM	73
	Sharing information worldwide	75
	Changes in the role of intermediaries in the HR supply chain brought	
	about by e-enablement of HR	77
	Enterprise modeling techniques	79
	Conclusion: optimization or standardization: HR as the gatekeepers of	
	national culture	81
5	Knowledge management and global expertise networks	85
	Introduction	85
	Transferring best practice globally	86
	Knowledge transfer within globalizing organizations: the role of expatriates, joint ventures and acquisitions	87
	Why bother transferring practices across borders?	89
	The complexity of transferring cross-border ideas across multiple layers	0,7
	of management	91
	The nature of HRM knowledge to be transferred	92
	Lessons from the field of knowledge management	95
	The role of global teams	98
	Global knowledge transfer through HR networks	100
	Global knowledge management strategies	102
	Formalizing global HR centers of excellence	105
	Conclusion	108
5	Developing global themes: capabilities, employer branding and talent	
	management	110
	Global themes and superordinate themes	110
	Integration around core strategic competencies or capabilities	111
	Employer branding	115
	Talent management	120
	Conclusion	128

		Contents	•	vii
7	Managing international mobility		12	9
	Introduction		12	9
	A process model		13	0
	The boundaryless career		13	35
	Strategy definition: targets and objectives definition		13	86
	Operationalizing strategy in international staffing		13	37
	International worker profile definition		13	88
	Willingness to move internationally		14	10
	Fostering diversity in the expatriate population		14	11
	Managing the global assignment cycle		14	14
	Conclusion		15	52
8	Measuring the contribution of the corporate HR function		1:	53
	Introduction		1:	53
	Best practice approaches		1:	55
	Strategic contingency approaches		1:	56
	Configurational approach		1:	58
	Cultural limits to assumptions about best practice?		1	60
	Studies on the international HR function		1	63
	Efficiency: service level agreements		1	64
	Effectiveness: evaluating high-impact projects		1	66
	Balanced scorecards and HR scorecards		1	69
	Perceptions of effectiveness		1	70
	Measuring the value of international assignments		1	72
	Audits for strategic aspects of global HRM		ì	75
	Diagnosing global HR positioning		1	76
	Conclusion		1	78
9	Developing global HR professionals		1	79
	Introduction		1	79
	The effects of globalization on HR roles and professionalism in HRM		1	80
	Professional community and sense of identity		1	81
	Common standards and codes of conduct		1	82
	Body of knowledge and core competencies		1	83
	Requirement for training and certification		1	84
	Professionalism of global HRM?		1	85
	Roles for global HR professionals		1	88
	Key competencies for global HR professionals		1	91
	Conclusion		1	96
	Bibliography		1	98
	Index		2	221